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September 27, 2011

City of Tigard
RFP Federal Governmental Affairs Consulting
and Lobbying Services



Submitted by:



CFM Strategic Communications Inc.
An Oregon Corporation

Joel Rubin – Proposed Project Manager
VP Federal Affairs
CFM Strategic Communication, Inc.
1325 G Street, NW Suite 1025
Washington, DC 20005
joelr@cfmdc.com
(202) 347-9171
(202) 824-8667 (fax)



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City of Tigard
Contracts and Purchasing Office
Joe Barrett, Senior Management Analyst
13125 SW Hall Blvd.
Tigard, OR 97223

Re: RFP for Federal Governmental Affairs Consulting and Lobbying Services

Dear Mr. Barrett:

Thank you for the opportunity to submit a proposal to represent the City of Tigard in Washington, D.C. On behalf of the CFM federal team, it would be an honor and a privilege to share Tigard's unique story and develop an innovative federal agenda to build on the advocacy efforts you have employed over the years.

The CFM team we have selected for you has deep ties to each member of the Oregon delegation and proven, reliable contacts at the highest levels of government. As such, we can provide immediate added value to your government affairs operation and quickly implement a strategic agenda in a thoughtful and collaborative manner.

With respect to the projects and priorities of Tigard, we know your issues and have a proven track record of succeeding in the areas that are important to you. We have a strong record of securing federal funds for transportation, water and sewer infrastructure, economic development, police, fire and educational projects. In addition to securing federal funds, we have passed legislation, protected critical programs and built coalitions to ensure the objectives of our Oregon municipal clients are met.

We know you have developed a vision to improve the quality of life for your residents and are engaged with your federal delegation. We want to add a comprehensive component to your lobby effort that will expand your reach into the Oregon delegation and the federal agencies that present opportunities for your city.

We work every angle for our clients. We will work closely with you to generate grassroots support and regional coordination to make your agenda more appealing to key officials. Members of Congress like to get involved with projects that have broad support and deliver real results. At CFM, we are experts in generating these coordinated ventures and know how important this approach is to achieving results.

CFM Strategic Communications, Inc.
1325 G Street, NW Suite 1025
Washington, DC 20005
(202) 347-9170



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Thank you for your time and consideration. We look forward to hearing from you in the near future.

As you consider our application, please direct all correspondence to:

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Washington, DC 20005
joelr@cfmdc.com
(202) 347-9171
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Sincerely yours,

A handwritten signature in blue ink that reads 'Joel Rubin'. The signature is fluid and cursive, with a large, sweeping 'J' and 'R'.

Joel Rubin
VP Federal Affairs

CFM Strategic Communications, Inc.
1325 G Street, NW Suite 1025
Washington, DC 20005
(202) 347-9170



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Firm and Team Qualifications

Background of the Firm

CFM Strategic Communications, Inc. (CFM) is a successful public affairs, communications and research firm. Our experienced professional team, network of federal contacts, expertise in working with municipalities and record of achievement makes us uniquely qualified to represent the City of Tigard in Washington, D.C.

Since 1990, we have provided comprehensive results oriented lobbying, strategic planning, legislative goal setting and political analysis to clients in both the public and private sector. Our clients have been very successful in securing federal funds and influencing legislation.

As your federal advocate, we will promote your interests in our nation's capital and arm you with the tools necessary to be successful in a constantly changing political environment. We will help you establish and maintain strong ties to key Members of Congress and the Executive Branch. We will assist you in understanding and participating in the federal governmental process and guide you through the appropriations and grant process.

CFM will provide you with expert advice from a highly regarded team with decades of experience. CFM's lobbyists have strong connections on Capitol Hill, access to influential policy makers and a comprehensive understanding of the issues facing the Pacific Northwest. We work with Oregon delegation members and staff on a daily basis. CFM partners and staff have known most members of the delegation for decades. We have been their political supporters and, in some cases, their political advisors.

CFM's commitment to client satisfaction is second to none. Our fundamental goal is to serve our clients with superior attention to their needs and desired outcomes. The better we know our clients, the better we can represent them before policy makers and the public. As a result, we work closely with you to maximize your full potential.

When you choose CFM, you get a team of experts dedicated to fulfilling your needs. We are respected for our integrity, honesty, and hard work in representing our clients. Moreover, we are respected for our outstanding record of achievements.

Firm Qualifications - The CFM Advantage

CFM is more than a lobbying firm with great connections. We develop the right strategies, messages and presentations to position our clients' legislative objectives in the best light possible. CFM's trademark is strategic communications to help our clients say the right things to the right people at the right time to obtain the desired results.



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CFM has a strategy for success. Working with you, we will develop a set of policy, grant and appropriation priorities that will serve as your federal platform. These priorities will reflect the needs of your community and will be strategically interwoven with the pressing issues facing the federal government. We will help you communicate your platform to key members of Congress and agency officials in a direct, concise and compelling manner. It is necessary to refine messages carefully and produce clear communication tools that will elevate the profile of Tigard's requests over the many other justifiable requests communities within Oregon will be pitching. This is our specialty.

CFM also believes that our clients are the best faces and voices for their projects. Our strategy for implementing your agenda will include having Tigard officials communicate directly with Congressional and agency decision makers when necessary. This will require City officials to travel to Washington, D.C. at key times in the legislative process. In addition, we will coordinate visits by Members of Congress and their staff and federal officials to come to Tigard and learn first-hand about city priorities. This will expand their understanding of the projects and further motivate them to be project champions.

Lastly, CFM will remain in constant contact with Member of Congress and City officials to ensure our hard work produces a successful outcome. Washington D.C. is a dynamic place where last minute deals threaten a year's worth of hard work. CFM understands the environment and will remain vigilant at every step of the process.

Related Experience

CFM's federal affairs practice specializes in representing municipal clients in Oregon and the Pacific Northwest. We have been successful in securing millions of federal dollars for transportation, housing, economic development, public safety, water, health, energy and Corps of Engineer projects across the region.

One of our most successful projects over the last few years, Vancouver's Downtown Waterfront Redevelopment Project, epitomizes CFM's way of doing business. We look under every rock, work every angle and clearly communicate with elected officials about the needs and benefits of worthy projects in the Pacific Northwest. In just two years, we have helped Vancouver secure over \$10.6 million in federal earmarks, stimulus funds and other federal grant streams of revenue to revitalize their downtown area. We have helped the city apply for funds in five separate federal accounts, lobbied the congressional delegation and agency officials on behalf of the project and coordinated a grassroots effort to mobilize support. This economic development success story is a model that can be replicated throughout the Northwest.

In addition to economic development successes, CFM has a strong record of securing transportation funds. Joel Rubin served as Congressman Brian Baird's Transportation and Infrastructure Committee staffer on Capitol Hill, has a decade of federal transportation experience and has contacts with key committee staff and agency officials.

In the last six years of transportation reauthorization (SAFETEA LU), CFM has secured millions of transportation dollars for our clients. This includes \$7 million for Multnomah County's Sellwood Bridge Project, \$6.47 million for Salem Keizer Transit, \$2.3 million for Vancouver, \$1 million for Lacey and supported over \$10 million for the Columbia River Crossing Project.

CFM has a strong track record of securing funds for municipal public safety programs. Another hallmark achievement for CFM was creating and coordinating advocacy efforts for Marion County's Kids First Initiative. After several years of bringing projects to the Oregon delegation to combat the County's methamphetamine problem, CFM recognized an opportunity to position the project strategically for greater success, creating the Kids First and subsequent Kids First II initiatives.

Through this creative packaging, the Oregon delegation has come to know and respect the Kids First initiative as an all-encompassing approach to breaking the intergeneration cycle of violence that is predicated by meth-addicted parents. The project has enjoyed broad support from the delegation. Delegation members regularly cite the Kids First program as a unique and successful model that they are proud to have their names associated with. To date, Marion County has received nearly \$5 million to fund the Kids First initiative and other anti-meth programs.

In addition to funding Marion County's meth project, other public safety initiatives CFM has secured include: \$3.5 million to purchase police equipment and hire police officers for Vancouver; \$1.5 million for Longview's meth outreach program and hiring of three police officers; \$250,000 for Sherwood's interoperability project; \$200,000 to upgrade Lacey's police communications equipment; and, \$100,000 for a School Resource Officer in Battle Ground. This diverse sampling of public safety projects illustrates our understanding of the federal accounts available and highlights the many Department of Justice opportunities Tigard could tap.

While funds for water projects are limited at the federal level, CFM has successfully advocated for Lacey, Longview and Battle Ground's water infrastructure needs. Over the last three years, these three cities have accessed over \$26.3 million in federal resources.

As the earmark environment has shifted, CFM has relied on its comprehensive approach to ensure that clients have equal access to federal funds in a new landscape. CFM's innovative and tireless strategy in this new reality includes aggressively pursuing grant funding, report language in appropriations bills along with drafting and advocating for legislation on behalf of our clients.

Over the last three years, CFM has successfully inserted beneficial report language in several different appropriations bills for our clients, including:



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- Oregon Institute of Technology: CFM secured a \$2 million authorization in the Energy Independence and Security Act by creating a pilot project for geothermal facilities on a university campus. We worked with the Oregon House and Senate delegation, the Science Committee and the House and Senate Appropriations Committee to secure the authorization signed by the president.
- City of Battle Ground: CFM secured report language in the FY 2009 Agriculture Appropriations bill in support of their Water Reclamation project. The report language led directly to a \$7 million loan from the USDA Rural Development office. CFM worked directly with the Washington House and Senate delegation and the House and Senate Appropriations Committee to secure the language.
- Oregon Institute of Technology: CFM secured report language in the pending House and Senate FY2012 Energy and Water Appropriations bill. The report language supports low temperature geothermal research and development, an area of focus for OIT. The language directs the Department of Energy to focus additional resources to this important energy initiative. CFM worked directly with the Oregon delegation and the House and Senate Appropriations Committee to secure the language.

In summary, the projects above are just a sampling of our success. Each project has their own story and we work hard to develop a strong and diverse legislative agenda for our clients. However, it's also important to be trusted and have a strong relationship with the delegation and an understanding of the grant funding streams available to municipal clients.

Resumes of Team Tigard

CFM will dedicate a team of professionals to the Tigard federal account. Our team understands the needs of your city, has years of experience with your congressional delegation and has close ties to key staff and Members of Congress. Tigard's federal team would include:

Joel Rubin, CFM Vice President, Federal Affairs, based in Washington, D.C. Joel served as Legislative Director to Washington State Congressman Brian Baird, where he worked on a wide range of issues including transportation, taxes, trade, defense, economics and budget. As Legislative Director, Joel was also responsible for handling Baird's Transportation and Budget Committee assignments, managing the legislative agenda and coordinating the appropriations process. Before joining CFM, Joel worked as a lobbyist with a D.C. firm where he represented cities, counties and private sector clients, many of which are based on the West Coast. Joel has strong contacts in the Washington and Oregon delegations, the House Appropriations and Transportation Committees, the Senate Appropriations and Environment and Public Works Committee and the Departments of Justice, Transportation, Commerce, Labor and Veterans Affairs.



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Ali Santore, CFM Vice President, Federal Affairs, based in Washington, D.C. Ali comes to CFM from the office of Sen. Gordon Smith where she served as a Legislative Assistant. Previously, Ali served as Smith's legislative correspondent and press assistant. Ali comes to CFM with frontline experience on a range of healthcare, justice and human service issues. Additionally, Ali possesses unique knowledge of the appropriations process. While in Senator Smith's office, Ali worked in tandem with Senator Wyden's staff to oversee the statewide appropriations process for the Oregon delegation, managing over 500 appropriations projects. Ali worked closely with key Appropriations Committee staff, as well as the administration, in this capacity. Ali maintains strong relationships not only with the Washington Congressional delegation, but also with Obama administration staff, including officials at the Departments of Justice, Education and Health and Human Services. Earlier in her professional career, Ali worked in Marion County for the Oregon Judicial Department as an Analyst. Ali is an Oregonian and University of Oregon graduate with degrees in political science and philosophy.

Gary Conkling co-founded CFM in 1990 and will serve as an advisor to the Tigard team. Before starting CFM, Conkling was director of public affairs for Tektronix and worked in Washington, D.C. as staff director for Congressmen Les AuCoin and Ron Wyden, now Oregon's senior senator. He has more than 30 years experience lobbying on the federal and state levels. He has been involved in many of Oregon's high-profile public policy debates and serves in many civic roles. Conkling is a contributing faculty member at Willamette University's Atkinson Graduate School of Management, teaching a course on communications and leadership. Conkling is a resident of Tigard and former president of the Beaverton Area Chamber of Commerce.

Norm Eder, a CFM partner, will serve as an advisor to the Tigard account. Eder has extensive experience working with all levels of government. He spent 17 years as Vice President of Public Affairs for Oregon Graduate Institute. During that time he led all public affairs and communications for OGI. This included extensive federal and state advocacy that lead to funding economic development, research, and infrastructure projects. Since joining CFM in 1999, Eder has specialized in managing large complex client projects, in particular water infrastructure work for Clean Water Services and the Tualatin Water Supply Partners, as well as Clackamas County. Eder has been a long-time member of the Westside Economic Alliance Board. In the past he has served on the Boards of the Beaverton Arts Commission and the Washington County Commission on Children and Families.

Project Understanding and Approach

Project Understanding

CFM's federal lobbying practice specializes in representing municipal clients in Oregon and the Pacific Northwest. We have been successful in securing millions of federal dollars for transportation, housing, economic development, public safety, water, health care, education, human services, energy and Corps of Engineer projects. We also coordinate closely with key



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members, staff and national associations to advocate for and against legislation that impacts our municipal governments.

We strongly believe in a comprehensive approach to securing federal dollars. We leave no rock unturned when working on behalf of our clients. We are very familiar with traditional funding streams and processes for securing federal funding, but we also approach each project with a fresh perspective. We continually ask ourselves what are the potential non-traditional funding streams? What other types of programs have not yet been considered? Are there collaborative efforts that would improve the chances of success? This type of creative approach has familiarized us with unique funding streams that have produced millions of dollars for our clients when traditional resources have come up dry.

It goes without saying that Tigard's projects will be competing with projects from other local governments and private entities in the state and throughout the nation. With reductions in federal funds for earmarked projects, it is necessary to have clearly defined projects that pinpoint deliverables and meet community needs. Additionally, it is important to craft carefully refined key messages about these projects and use communications tools that elevate the City's projects over others.

Our strategy for success is multi-faceted and does not include a sole focus on the appropriations process. Your CFM federal team of professionals will work daily on the City's behalf in the following areas:

- Developing a strategic federal agenda and political outreach plan;
- Tracking, researching and communicating with federal agencies to identify grant opportunities;
- Coalition building on the local and national level;
- Coordinating advocacy with the National League of Cities and Conference of Mayors;
- Developing policy through the legislative (via Congress) and regulatory (via the Administration) process;
- Providing access to key decision makers and leaders in Washington, D.C.;
- Providing opportunity for testimony before congressional committees;
- Securing appropriations earmarks and authorizations; and,
- Drafting legislation.

Project Approach - Listen First

Sometimes lobbyists want to talk first. We set out to listen first. While CFM understands the City of Tigard's scope of work and has handled similar efforts for numerous clients, your input is crucial to a successful outcome. We will work in a collaborative way with you and your team to craft a comprehensive federal agenda.



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If we are the successful bidder, our first step would be to spend time with City officials to learn the issues and understand what the city hopes to accomplish in Washington, D.C.

This is a fundamental principle for us – conducting research is a critical first step in representing any client. We suggest initiating interviews with City officials and staff to examine the variety of projects and legislative objectives available to you. We often follow these internal sessions with interviews with key policymakers and staff – interviews that focus on their desires and perceptions, which include a universe of competing priorities.

This is a key step, one often overlooked, in the legislative relations business. Asking what legislators think and listening to their responses cultivates solid relationships.

Project Approach - Developing Relationships

Relationships are important when it comes to a sophisticated advocacy program. Because we are an Oregon firm with a full-time office in Washington, D.C., we work on a daily basis with the Oregon delegation and its staff, as well as other key players on Capitol Hill. The Oregon delegation knows and trusts us. In many cases, we serve as their behind-the-scenes political advisors.

We work hard to maintain the relationships we have spent years cultivating. In our view, the best way to keep our relationships fresh is to stay in constant contact with those who have influence. Our team of lobbyists stays in contact on a daily basis with those who will be Tigard's best allies and with those who will have influence over its federal agenda. Besides the Oregon delegation, we have deep relationships with key congressional leaders, committee members outside our delegation and congressional and agency staff.

We pride ourselves on being a bipartisan firm. Our CFM team includes Democrats, Republicans and Independents. Regardless of party affiliation, our staff is able to work both sides of the aisle when working with elected officials. In addition, our broad client base demonstrates we are able to work on a wide range of issues.

Our public affairs work for clients goes beyond legislative activities and reaches into the administrative/regulatory arena. We regularly deal with agencies such as the Departments of Transportation, Housing, Health & Human Services, Labor, Justice, Defense, Treasury, Education, Agriculture (US Forest Service) and the Interior (National Park Service & BLM). We also have strong Obama Administration contacts.

We have spent time working with coalitions and associations important to the City of Tigard. Because we have existing city clients on the federal level, we have relationships with staff of the National League of Cities, Conference of Mayors and other collaborative organizations such as the National Association of Counties and the National Conference of State Legislatures. We



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know that collaboration on some issues is important and we develop strategies for clients to align with associations when necessary.

Project Approach - Instant Credibility

Credibility is critical to your long-term success. CFM places considerable value on helping clients develop long-term relationships with federal policymakers, and we are proud that our clients are seen as committed partners in the federal process. We urge our clients to bring project requests that are reasonable, well developed, and meet proven needs in the community.

Other lobbying operations will boast of large Washington, D.C. offices and connections to “movers and shakers” in our nation’s capital. Some will even argue that their high priced lobbyists are the only ones who can have real influence in Washington, D.C.

There is no substitute for commitment, hard work and loyalty. But most important is our firm’s credibility. Having CFM on your side provides an advantage. Unlike big D.C. firms, your delegation knows us and knows we are an Oregon firm that relies on our reputation. We are not putting forward projects that meet short-term objectives, hide complications and create longer-term problems. In a funding environment facing public scrutiny, CFM’s stamp of approval means something to the delegation. That reliability is critical in the appropriations and legislative process.

Project Approach - Local Coordination

Local coordination is an important component to accessing federal funding. CFM coordinates stakeholder support for our clients’ projects. Since CFM has staff in Oregon, as well as Washington, D.C., we are able to participate in key local meetings and work closely with City staff on strategy, execution or day-to-day issues that arise.

Local coordination is an important factor that separates our clients’ projects from the pack. We believe that gaining support for the City’s priorities from stakeholders in the community has important strategic value. Motivated stakeholders and supporters can be tremendous allies in Washington, D.C. They demonstrate to our delegation that there is broad support for the City’s initiatives, and even bring on new, and sometimes politically connected, advocates.

We also place value on having key Members of Congress and key Congressional staff members visit with City staff and Council to learn firsthand the issues of importance to the City. CFM will organize these meetings and visits, and provide necessary briefing materials.

Each of the attributes mentioned above are critical to meeting your federal objectives. We have already met the key milestones of developing Oregon and national ties, establishing credibility and providing comprehensive service at home and in D.C. We have delivered real results to Oregon municipal clients for years. With CFM, you will have a trusted partner that can hit the ground running to implement and achieve your legislative objectives.

Schedule of Work

While the annual legislative cycle is fluid and it is difficult to say when various bills will be addressed, the “rough” 12-month timeline of services below describes some of the major action items we will complete for the City of Tigard:

October - December 2011 – CFM will immediately send Joel Rubin to Tigard to spend time with City Council Members and staff to gather and exchange information to better understand your needs, interests and desires; together we will develop a draft, prioritized federal agenda which will be the basis of your FY 2012 funding requests and legislative action items; identify federal programs and grants that meet your needs; after the visit, we will schedule meetings with Oregon delegation staff to review your priorities; after consultation, we will begin working with you to prepare your final agenda, seek out grassroots supporters and create the materials necessary to promote your legislative agenda; identify the most appropriate accounts in the various appropriations and authorization bills where City proposals have the best chance for legislative success.

January - March 2012 – Coordinate with the City, the Oregon Congressional delegation and community leaders to garner support for various projects; produce communication materials; conduct briefings with relevant Capitol Hill staff and Members on the legislative agenda; collect letters of support from third party groups and community advocates; work with the Oregon Congressional delegation, Administration and staff to advocate for City agenda; work with City staff and officials to develop grant strategies; shore up support from Members of the Oregon Congressional delegation and community stakeholders for the City’s priorities; coordinate and submit letters of support to members for appropriations accounts; work to have Congressional delegation include legislative priorities on subcommittee request lists; review President’s budget and legislative proposals and interpret impact on City of Tigard; review grant notifications.

April 2012 – Work with City staff to develop communications tools to advance projects and legislative objectives; work to familiarize agency staff and other key Congressional Members and staff with City projects; organize briefings for Members of Congress and staff to visit City projects; monitor legislative activity and appropriations bills as they move through committee and floor; communicate progress on issue areas; work with City staff and officials to draft, edit and advocate for grant submissions.

May 2012 - Organize Washington, D.C. trip for Tigard officials to meet with Oregon Congressional delegation, relevant House and Senate Committee staff, Departments of Transportation, Justice, Commerce, EPA and others; as part of the trip, CFM will coordinate D.C. trip schedule, trip memo, background information on political and legislative environment, provide biographical information on meeting participants, prepare lobby documents and pre-brief offices on meeting “asks” to ensure productive use of time; act to shore up support from



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members of the Oregon delegation and stakeholders for federal agenda; target grant announcements and coordinate grant submissions with active participation from Congressional delegation.

June - July 2012 – Organize briefings for Members of Congress and staff to visit Tigard projects and staff; monitor relevant legislative and appropriations measures, hearing and mark ups as they move through committee and floor and communicate progress on those issue areas; collect letters of support from third party groups and community advocates for specific funding and legislative objectives; work with the Oregon Congressional delegation, Administration and staff to advocate for specific legislative and grant outcomes.

August 2012 – As August is a month-long Congressional recess, we will coordinate tours and briefings in Tigard for relevant Congressional staff; update D.C. and district staff on the status of your legislative agenda and projects. Rubin and Santore will visit to meet with City staff and review status of projects and begin planning for the upcoming fiscal year.

September 2012 – Work with the Congressional delegation to secure federal grants; monitor twelve appropriations bills moving through congress and conference committees; advocate for federal programs included on the federal agenda; continue to monitor grant announcements and coordinate support letters for projects; coordinate grassroots support campaign for regional projects; monitor, advocate for or oppose legislation included on the City's legislative agenda.

October - December 2012 – Rubin and Santore will visit Tigard to spend time with the City Council and staff to exchange information regarding the status of 2012 agenda and start planning 2013; together we will develop a draft federal agenda which will be the basis of your 2013 project and policy requests and legislative action items; identify federal programs and grants that meet your needs; Rubin will make a year-end, in-person presentation to Council.

In addition to the timeline above, CFM would perform the following functions throughout the year:

- Provide frequent updates to City officials and staff on status of projects;
- Closely coordinate with the City Council and other officials, perhaps even on a daily basis, to ensure timelines and tasks are being adequately met;
- Coordinate with other regional entities to help develop region-wide support for existing and new City projects; and
- Research new funding opportunities for the City that may arise, including grants, loans and stimulus dollars.



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Cost Structure

We propose a retainer contract in the amount of \$5,300 per month (\$63,600 per year), beginning with the award of the contract. The contract includes out-of-pocket expenses incurred by CFM. Covered expenses would include travel costs, meetings with key congressional officials, postage, long distance phone and faxes and other regular business expenses.

As Project Manager, Rubin will dedicate a significant majority of time to the Tigard account – 180 hours per year. Santore will provide significant support in all areas and will dedicate approximately 60 hours. The Portland-based CFM team of Conkling and Eder will contribute a combined 48 hours to the account. Unlike other D.C. lobbying firms, CFM will continue to provide comprehensive service above and beyond our estimated work plan allotment. It's more important to us that you succeed.

Estimated staffing cost

	Hourly Rate	Estimated Monthly Hours	(Annual) Total Hours	Estimated Annual Staffing Cost
Joel Rubin	\$260	15	180	\$46,800
Ali Santore	\$260	5	60	\$15,600
Gary Conkling	\$300	2	24	\$ 7,200
Norm Eder	\$300	<u>2</u>	<u>24</u>	<u>\$ 7,200</u>
Totals		24	288	\$76,800
<i>(20% discount applied to total staff cost)</i>				<i>(\$15,360)</i>
Staffing subtotal				<u>\$61,440</u>

Estimated expenses included in retainer

CFM staff travel & travel expenses	\$1,500
Telecommunications charges (i.e.; telephone, PDA's, internet, faxes)	\$250
Materials production (i.e.; color lobby pieces, issue presentations)	\$200
Meeting expenses (i.e.; Congressional & federal officials)	\$475
Mail, overnight delivery & courier expenses	\$75
Expense subtotal	<u>\$2,500</u>

Total annual staffing & expenses **\$63,940**



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Detailed Breakdown of Staff Hours and Tasks

The key task areas are broken down below and include: Legislative Planning; Appropriations; Grants; Client Updates; State and Local Coordination; Coalition Building; and D.C. Trips.

Tasks	Rubin	Santore	Conkling	Eder	Total Hours
Legislative Planning	25	10	5	5	45
Appropriations	30	10	0	0	40
Grants	55	10	0	0	65
Client Updates	20	5	2	0	27
State and Local Coordination	10	5	10	10	35
Coalition Building	15	10	5	9	39
D.C. Trips	25	10	2	0	37
TOTAL	180	60	24	24	288

Additional Services

CFM is a successful public affairs, communications and research firm that can provide custom services at an hourly rate or enter into a long-term retainer contract. We would be happy to discuss with you any of the other services we provide. Below is a short summary of the other four business lines CFM operates.

Research - Impact public policy; Create successful marketing plans; Develop new products; Design effective communication strategies.

Marketing/PR - Strategic counsel on marketing public relations; Social media coaching and consulting; Media relations; Website development and integration; New product launches and market expansion; Event planning and community outreach.

Public Affairs - Protect reputations; Manage complex issues; Create memorable key messages; Handle media relations; Cope with a communications crisis.

State Lobbying - Advocate for or against legislation; Protect program funding; Fund local projects; Build coalitions for issue-based advocacy.



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Additional Information

Best of Both Worlds

CFM is proud to be an Oregon firm with a rich and successful history of representing northwest municipal governments and private sector clients. We have deep ties to each member in the Oregon delegation and their staff. They know and trust us. This level of comfort and credibility is critical in a skeptical funding environment.

But we also have proven and reliable contacts at the highest levels of government, including the Obama Administration, congressional leadership, committee chairs and key political appointees. Over our 20 years at the federal level, we have cultivated these high-level relationships and know how to access critical information and leverage political support for local projects.

By bringing together our knowledge of the Pacific Northwest, relationships with local and national leaders and our deep understanding of the federal process, CFM has established itself as a proven winner.

CFM looks forward to discussing the services we could provide to the City of Tigard. Each Member in the delegation represents an opportunity for Tigard and we know there are many avenues for Tigard to explore. In partnership with Tigard's leadership, we can improve the quality of life of your residents and community.

Current Federal Client List

- Battle Ground, Washington
- Longview, Washington
- Lacey, Washington
- Vancouver, Washington
- Marion County, Oregon
- Salem Keizer Transit, Oregon
- Sherwood, Oregon
- Oregon Institute of Technology, Oregon
- Manufacturing 21, Oregon and Washington
- Providence Health & Services – Oregon, Washington, California, Montana and Alaska

Creating Broad Community-based and Grassroots Support

One of the key advantages of a relationship with CFM is that we know Washington, D.C. and Oregon and have full-time, highly experienced staff on the ground in both places. Our local presence means we will be “just down the street” when needed. More important, our reservoir of knowledge about issues important to municipal governments will give Tigard leaders access to a team that can help shape and earn local and national support for your policy initiatives.



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Engagement in the Political Process

CFM has a sizable Political Action Committee (PAC) and we make regular contributions to members of the Oregon delegation and others. CFM is a non-partisan, politically neutral firm. We use our PAC to support candidates that support the goals and objectives of our clients. This allows CFM, and CFM's clients, to be active participants in the political process.

Conclusion

In partnership with Tigard's leadership, CFM can deliver federal resources to your community to obtain your desired objectives. Thank you for your consideration and we look forward to continuing our discussion.

**SECTION 7
PROPOSAL CERTIFICATIONS**

Non-discrimination Clause

The Contractor agrees not to discriminate against any client, employee or applicant for employment or for services, because of race, color, religion, sex, national origin, handicap or age with regard to, but not limited to, the following: employment upgrading, demotion or transfer; recruitment or recruitment advertising; layoffs or termination; rates of pay or other forms of compensation; selection for training; rendition of services. It is further understood that any contractor who is in violation of this clause shall be barred from receiving awards of any purchase order from the City, unless a satisfactory showing is made that discriminatory practices have terminated and that a recurrence of such acts is unlikely.

Agreed by: Gary Conkling
Firm Name: CFM Strategic Communications, Inc.
Address: 1100 SW 6th Avenue
Suite 1425
Portland, OR 97204

Resident Certificate

Please Check One:

☒ **Resident Vendor:** Vendor has paid unemployment taxes and income taxes in this state during the last twelve calendar months immediately preceding the submission of this proposal.

Or

☐ **Non-resident Vendor:** Vendor does not qualify under requirement stated above.
(Please specify your state of residence: _____)

Officer's signature: 

Type or print officer's name: Gary Conkling

**SECTION 8
SIGNATURE PAGE**

The undersigned proposes to perform all work as listed in the Specification section, for the price(s) stated; and that all articles supplied under any resultant contract will conform to the specifications herein,

The undersigned agrees to be bound by all applicable laws and regulations, the accompanying specifications and by City policies and regulations.

The undersigned, by submitting a proposal, represents that:

- A) The Proposer has read and understands the specifications.
- B) Failure to comply with the specifications or any terms of the Request for Proposal may disqualify the Proposer as being non-responsive.

The undersigned certifies that the proposal has been arrived at independently and has been submitted without any collusion designed to limit competition.

The undersigned certifies that all addenda to the specifications has been received and duly considered and that all costs associated with all addenda have been included in this proposal:


Addenda: No. n/a through No. n/a inclusive.

We therefore offer and make this proposal to furnish services at the price(s) indicated herein in fulfillment of the attached requirements and specifications of the City.

Name of firm: CFM Strategic Communications, Inc.

Address: 1100 SW 6th Avenue, Suite 1425
Portland, OR 97204

Telephone Number: (503) 294-9120 Fax Number: (503) 294-9152

By:  Date: 09/27/2011
(Signature of Authorized Official. If partnership, signature of one partner.)

Typed Name/Title: Gary Conking, President

If corporation, attest: Gary Conking
(Corporate Officer)

☒ Corporation

☐ Partnership

☐ Individual

Federal Tax Identification Number (TIN): 93-1036843

**ATTACHMENT A
CITY OF TIGARD, OREGON
ACKNOWLEDGMENT OF ADDENDA**


Project Title: Federal Governmental Affairs Consulting and Lobbying Services

Close: Tuesday, September 27 - 2:00 p.m.

I/WE HAVE RECEIVED THE FOLLOWING ADDENDA (If none received, write "None Received"):

- | | |
|-------------------------|----------|
| 1. <u>None Received</u> | 3. _____ |
| 2. _____ | 4. _____ |

September 27, 2011
Date


Signature of Proposer

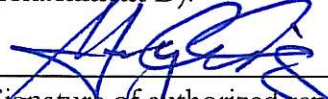
President
Title

CFM Strategic Communications, Inc.
Corporate Name

**ATTACHMENT B
CITY OF TIGARD, OREGON
STATEMENT OF PROPOSAL**

Name of Consultant: CFM Strategic Communications, Inc.
Mailing Address: 1100 SW 6th Avenue, Suite 1425
Portland, OR 97204
Contact Person: Joel A. Rubin
Telephone: (202) 347-9171 Fax: (202) 824-8667 Email: jorl@cfmdc.com

accepts all the terms and conditions contained in the City of Tigard's Request for Proposal for Federal Governmental Affairs Consulting and Lobbying Services and the attached personal services agreement (Attachment D):


Signature of authorized representative

Gary Conkling
Type or print name of authorized representative

Gary Conkling
Type or print name of person(s) authorized to negotiate contracts

09/27/2011
Date

(503) 294-9120
Telephone Number

(503) 294-9120
Telephone Number

REFERENCES

Marion County, Oregon
Reference #1

Federal Lobbying
Project Title

(503) 589-3263
Telephone Number

Barb Young
Contact Individual

Vancouver, Washington
Reference #2

Federal Lobbying
Project Title

(360) 487-8606
Telephone Number

Jan Bud er
Contact Individual

Battle Ground, Washington
Reference #3

Federal Lobbying
Project Title

(360) 342-5805
Telephone Number

John Williams
Contact Individual